

# Annual Report 2019/2020

**Kent and Medway Active Partnership Board**

# Contents

Board Members, Committees, Champions and Contact Information.....	3
Board Members who served in 2019-20 .....	3
Audit & Governance Committee .....	3
Nomination Committee .....	4
Board Champions .....	4
Office Address.....	4
Introduction and Context.....	5
Board Report April 2019 to March 2020 .....	6
Committee Reports .....	9
Audit and Governance Committee.....	9
Nomination Committee .....	10
Other Work Undertaken During 2019-20.....	11
Statement of Accounts.....	13
Appendix A: Board Structure Chart.....	14
Appendix B: Board Structure Chart Text Description.....	15
Overview.....	15
Information contained in the chart .....	15
Towards an Active County.....	15
Sport England - Towards an Active Nation.....	15
Kent County Council – Strategic Objectives.....	15
Presentation .....	16
Appendix C: Links to Governance Framework Key Documents.....	17

# Board Members, Committees, Champions and Contact Information

## **Board Members who served in 2019-20**

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Dick Fedorcio OBE, Chairman

Bill Fearon, Senior Independent Member

Bugewa Apampa

Natalie Curtis

Sharon Gradwell

Martin Guyton

Jennie Jordan

Adam Lawrence

Clare MacLean-Bell

John Taylor

Sarah Westerbeek

Jo Winkler

Helen Page, Kent County Council Host Agency Representative (Tom Marchant from January 2020 to March 2020)

Kevin Day, Active Partnership Director, Kent Sport

A board structure chart is provided at [Appendix A](#).

## **Audit & Governance Committee**

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Adam Lawrence, Chairman

Jennie Jordan

Bill Fearon

Kevin Day

Karen Bird (Kent Sport Business Support Officer)

## **Nomination Committee**

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Dick Fedorcio OBE, Chairman

John Taylor

Bill Fearon

Kevin Day

## **Board Champions**

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Jo Winkler, Safeguarding Champion

Natalie Curtis, Equalities Champion

Jennie Jordan, Satellite Club Champion

Martin Guyton, Kent Sport Funding Panel Champion

## **Office Address**

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## Introduction and Context

Kent Sport is a hosted Active Partnership, with Kent County Council (KCC) acting as the Host Agency. The Kent Active Partnership Board oversees and provides independent scrutiny of the strategy, finances and performance of the partnership. The relationship between the Partnership Board and KCC is largely very positive and a memorandum of understanding is in place for KCC to continue to host the Active Partnership until March 2021, when the current funding award from Sport England ends<sup>1</sup>. Kent Sport is one of 43 Active Partnerships across England which works collaboratively across this network and with the national Active Partnerships team to improve the quality of life of people through sport and physical activity.

The board meets on a quarterly basis and has two committees – an Audit & Governance Committee and a Nomination Committee. In addition, board members support the Kent Sport team in other ways such as acting as champions for safeguarding, equalities and specific programmes of work.

As host agency, KCC has responsibility for the employment and related terms and conditions of Active Partnership staff, providing human resources, ICT and financial services, processes and systems to support to the team in its day-to-day operational work.

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<sup>1</sup> At the time of writing this report, Sport England has indicated that it will roll forward its current funding of Active Partnerships to March 2022, due to the uncertainty caused by the coronavirus pandemic.

## Board Report April 2019 to March 2020

In 2019-20, the Kent Active Partnership Board once again continued to build upon its work in previous years to develop further independence and improved governance arrangements. This included an independent Board Review, undertaken by Campbell Tickell, which provided a report for the Board, highlighting strengths and areas for improvement, which were developed into a Governance Action Plan, overseen by the Audit & Governance Committee. This work supported the Partnership and its board to continue compliance with Tier 3 of the Code for Sports Governance, which is the primary governance code that the Partnership operates against.

The Partnership also used Inclusive Boards during the year, when seeking to recruit new Board Members, particularly as one Board Member, unfortunately needed to step down due to other work and personal commitments. Inclusive Boards had supported the Partnership as it developed its Diversity Action Plan, in the previous year. This plan forms part of Kent Sport's commitment to equality and diversity and links to the partnership's equality statement and Equality Action Plan (see Appendix B). The recruitment process enabled two new Board Members to join the Board from October 2019 and the Board has benefited from the diversity of thought, knowledge, skills and experience that this has afforded.

The Board met quarterly in April, July and October 2019 and January 2020, with various meetings held in-between to progress board business. The report format was changed in 2019-20, as part of the improvement suggested in the independent external review, to include a short summary and links to the Strategic Framework and/or Business Plan at the top of the report and any known or associated risks included within the report. The main thrust of Board meetings in 2019-20 was to:

- a) Receive Chair and Director update reports**
- b) Monitor performance and progress in the delivery of the 2017-21 strategic plan** - *Towards an Active County*. This included a regular progress report on the Board funded 'Everyday Active Campaign'
- c) Set and review progress against the annual business plan** and the 'primary role' for the Partnership, including scrutinising performance management reports on Kent Sport's programmes and work.
- d) Receive reports from the Audit & Governance Committee and the Nomination Committee.**
- e) Ensure the financial position of the Partnership was secure** and resources were being used appropriately, through the receipt of financial reports.

In addition, Board meetings were also used to discuss and consider the need for a new Strategic Framework for 2021-2025, in terms of agreeing outline plans for consultation/engagement work and the timescales for this and the preparation of a draft Framework for Board approval. (NOTE: due to the Coronavirus these plans and timescales will be adjusted in 2020).

In May 2019, the Board held an away day which included Board members and senior managers within Kent Sport. This day was used to review the Strategic Framework 'Towards an Active County' to ensure it was still relevant. The day was also used to assist Board members to understand further the range and scope of work undertaken by the team and how this linked to the work regarding tackling inactivity, priority areas and under-represented groups, alongside the universal services that the team offered. A discussion was also held on performance measurement in relation to the new 'strategic outputs' that Sport England are looking for Active Partnerships to achieve. This discussion also led to a change in the quarterly Performance report to the Board, which is far more wholistic and rounded, aiming to capture strategic outputs, as well as progress against performance indicators and targets.

In November and December 2019, the annual Board Appraisal process was initiated with all Board members completing an anonymous online survey to gauge their opinions and views of how the team and Board operate and what could be improved. Overall results were very positive and the new Board Member additions were welcomed in terms of the knowledge, skills and experience that they added to the Board. One suggested improvement was to continue to strengthen links with the charity and voluntary community sector.

In January and February 2020, the Board Chairman held individual appraisals with all Board members to review their individual performance and ascertain their thoughts, concerns and suggestions for potential areas for improvement. This process also included the Senior Independent Member undertaking an appraisal with the Board Chairman, after seeking views from other Board members.

In February 2020, an equality audit of both the Board and the Partnership team was undertaken. This is a regular audit undertaken every two years and the combined staff and Board results indicated the following in comparison to 2018:

- There has been an increase in the number of 18-25 year olds and also 65 years+.
- There is now a more diverse representation from a broader range of ethnic groups.
- There has been a slight increase in the number of staff and Board members who have a physical or mental health condition or illness lasting or expecting to last for 12 months or more.
- Confidence to respond with an answer has increased rather than selecting the 'prefer not to say' option.

Throughout the year, Board members received and provided scrutiny, comments and thoughts on specific reports as follows:

- Campbell Tickell's Board Review report
- Kent Sport's Annual Operating Plan for 2019-20
- A presentation on Ebbsfleet Healthy New Town and its new Sport & Physical Activity Strategy (that Kent sport has supported)
- Regular Everyday Active campaign progress reports
- Progress against the Strategic Framework 'Towards an Active County' and initial plans regarding consultation and timescales for the new Framework from 2021-2025.
- A review of the Board's Annual Governance report and the Kent Sport Annual Highlights summary for 2018-19
- A review of the Partnerships' Improvement Plan and progress made against this
- A summary of Kent Sports overall offer for Children and Young People
- Finance and budget reports, including income and expenditure reports, cash flow and balance sheet
- A draft of the audited accounts prepared and audited by Grant Thornton for both financial years of 2017-18 and 2018-19
- Sport England consultation on its planned new strategy for 2021-2025
- Performance management reports, including strategic outputs as well as key performance indicator information
- Feedback from the board appraisal and individual board member appraisals

To view Board meeting notes please go to:

<https://www.kentsport.org/about-us/partnership-board/minutes/>



# Committee Reports

## Audit and Governance Committee

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As Kent Sport is hosted by Kent County Council and many controls and processes for audit and finance and governance are already in place within KCC, the committee's primary role relates to checking and challenging the Partnerships audit processes, risk management and governance arrangements including:

- i. meeting with the Auditor's (KCC Internal Auditor and Grant Thornton, External Auditors) regarding the partnership Finances. This included receiving and signing off the External Auditors Audit Report;
- ii. reviewing the Partnerships' Risk Register, discussing any key risks to the Partnership and
- iii. ensuring progress against the Governance Action Plan, developed to ensure and maintain compliance with the new Sports Governance Code.

The Audit and Governance Committee met in April, July and September 2019 and January 2020. The committee received a report from the KCC internal auditor in July 2019, to understand the internal audit scope and process and be re-assured that the partnership finances were being managed and spent appropriately.

The Committee was kept up to date with progress on the External Audit work which was covering the Accounts for both 2017-18 and 2018-19 and the final Audited Accounts for both years were signed off by the Board Chairman and the Audit & Governance Committee Chairman in October 2019.

As Campbell Tickell had undertaken an independent Board Review between January 2019 and April 2019, the main areas of consideration for the committee in 2019-20 therefore included:

- The development and review of a Partnership Governance Action Plan, taking account of recommendations made in Campbell Tickell's report (this also supports continued compliance with the Sports Governance Code);
- A review and amendment of the overall Risk Register, to include a specific section on Safeguarding and RAG ratings to enable the Committee to understand any key risks at a glance
- The external audit of the Partnership's finances.

Audit and Governance Committee meetings in 2020-21 will continue to be planned for April, July, October 2019 and January 2020, to tie in with the KCC internal audit and future Board meetings. However, the impact of the coronavirus pandemic may mean that

business is dealt with electronically and/or virtually, particularly whilst restrictions and social distancing measures are still in place.

### **Nomination Committee**

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The Nomination Committee's primary role is in relation to Board recruitment, succession planning, overseeing the Diversity Action Plan, maintaining a Board skills matrix and the Board appraisal process, including individual Board member appraisals.

The Committee met formally twice in October 2019 and January 2020, although there was also electronic communication activity between Committee members and the Partnership Director at different stages throughout the year to cover any Committee requirements.

The key tasks that the Committee undertook in the year included the following:

- Initiating a Board recruitment process through the Director, in order to seek replacement for a vacant position and to ensure the Board considered further diversity as part of this recruitment. Inclusive Boards were approached directly to ascertain whether they had any suitable candidates and two individuals completed the application. A further candidate was identified through strategic networking by the Board Chairman. Two of the three candidates with particular knowledge, skills and experience within the health sector were offered positions on the Board, increasing the number of Board Members to eleven. This supported the Board's desire to increase the skills and experience from the health sector and also ensured the Board became more diverse.
- Initiating the annual Board appraisal process, including an anonymous survey completed by Board members in November 2019 to gain an overall perception of the operation of the Partnership, the Board and the Chairman. The Board Chairman also initiated individual Board member appraisal meetings/calls during January and February 2020. The Senior Independent Member, also held an appraisal with the Board Chairman.
- A review of the Succession Plan to identify any Board Members whose terms of office might be coming to an end in the forthcoming year. This identified two Board Members due to come to the end of their first term of four years in April and July 2020 respectively. These are both experienced professionals with knowledge, experience and skills that the Committee felt were very valuable. The Chairman sought their views on whether they wished to remain on the Board for a further term of four years and as responses were positive, the Nomination Committee recommended their re-appointment for the remaining Board Membership to vote upon at the April 2020 Board meeting.

## Other Work Undertaken During 2019-20

Throughout 2019-20, Board Members also supported a range of other activities including:

- attending the national Active Partnerships AGM and Development Day in November 2019
- discussion around the findings from the external Board review by Campbell Tickell and supporting the development of a Governance Action Plan to support suggested improvements
- reviewing the external audit of accounts report, by Grant Thornton and signing these off for publication on the Partnership's website
- attending the Board Away Day in May 2019, including reviewing the Strategic Framework for suggested updates and amendments, as well as suggesting improvements to performance reporting to the Board from the team
- overseeing the development of the Everyday Active Campaign (funded by the Board), including engagement with ActivMob, which undertook the community engagement and consultation work and attending a monitoring and evaluation session with the Centre for Health & Social sciences (CHSS) from the University of Kent, in order to agree a monitoring and evaluation framework for the Campaign
- engagement with Kent County Council, regarding financial pressures and the consideration of a Service review to be fed into the future funding and structure of the team, linking to Sport England funding for 2021-25 (subsequently delayed due to Sport England's announcement at the end of March, to roll forward Active Partnership funding to March 2022)
- supporting the Satellite Club programme through the Board Satellite Club Champion
- supporting the Equality Action Plan and report, through the Board Equalities Champion
- supporting the Children and Young People Safeguarding Action Plan and reporting process, through the Board Safeguarding Champion
- supporting the Kent Sport Funding panel, through the Funding Panel Champion
- attending and contributing to the Everyday Active Networking Conference in October 2019 and Kent and Medway Primary PE Conference in January 2020
- attending the Kent and Medway Teacher of the Year Awards in May 2019

- attending School Games main finals at Polo Farm, Canterbury in June 2019
- assisting the KUDOS Award shortlisting panel in July 2019 to assist in identifying a final shortlist of nominations

## Statement of Accounts

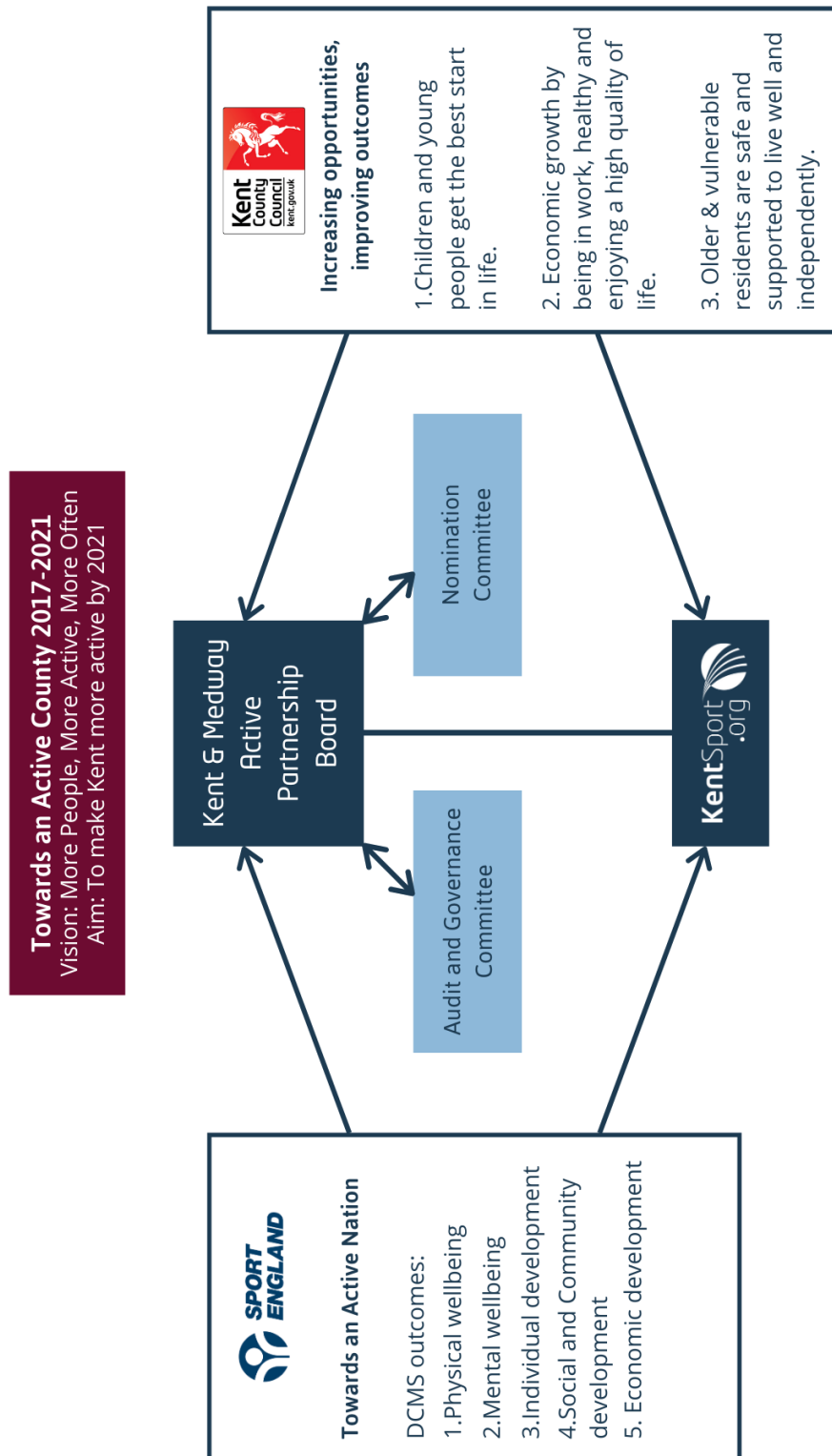
The Statement of Accounts for 2019-20, has been prepared and been subject to an internal audit by Kent County Council and an external audit by Grant Thornton, KCC's external auditors.

[View the Externally Audited Accounts for 2019-20](#)

**Dick Fedorcio, OBE, Chairman**

October 2020

## Appendix A: Board Structure Chart



## Appendix B: Board Structure Chart Text Description

### Overview

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The board structure chart in Appendix A shows the structure of the Board in 2019 to 2020 and the relationship the Board has with Kent Sport, the Active Partnership for Kent and Medway.

### Information contained in the chart

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#### **Towards an Active County**

**Towards an Active County** is a strategic framework for sport and physical activity in Kent and Medway for 2017 to 2021. This framework aims to complement the government's and Sport England's strategies, whilst also providing a local context and priority themes that consultation with a wide range of local partners from both sport and non-sport sectors has confirmed.

**Vision:** More People, More Active, More Often

**Aim:** To make Kent more active by 2021

#### **Sport England - Towards an Active Nation**

Towards an Active Nation is the Sport England strategy for 2016 to 2021. It references the five key Department of Digital, Culture, Media and Sport outcomes of:

1. Physical wellbeing
2. Mental wellbeing
3. Individual development
4. Social and community development
5. Economic development

#### **Kent County Council – Strategic Objectives**

##### **Increasing opportunities, improving outcomes.**

1. Children and young people get the best start in life.
2. Economic growth by being in work, healthy and enjoying a high quality of life.
3. Older & vulnerable residents are safe and supported to live well and independently.

## Presentation

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The aim and vision of the **Towards an Active County** strategic framework are displayed in a box at the top and centre of the chart to show it's overarching role, in bringing together both national and local priorities.

A box depicting the Partnership Board is shown directly underneath, with a straight line going down the centre of the chart to another box which depicts Kent Sport.

The two boxes underneath the Board, depicting the Board Audit and Governance Committee and the Board Nomination Committee. A diagonal line with an arrow at either end connects each of these to the Board.

The box on the left of the page, details the five key Department of Digital, Culture, Media and Sport outcomes which appear in the Sport England strategy, Towards an Active Nation. The box on the right details Kent County Council's strategic objectives. The arrows which extend from each of these boxes, show how the Sport England and Kent County Council strategies inform and influence the work of both the Partnership Board and the Kent Sport team.



## Appendix C: Links to Governance Framework Key Documents

1. [Active Partnership Governance Framework](#)
2. [Towards an Active County Strategic Framework](#)
3. [Kent Sport Equality Statement and Equality Action Plan](#)
4. [Active Partnership Board - Diversity Action Plan](#)

